CALDERDALE COLLEGE
CORPORATION BOARD MEETING

Minutes of the Meeting held on 9 July 2026
at 17.00 in the Board meeting room and via MS Teams

Present:

Suzan McGladdery	External Governor & Chair
Carolyn Bowe	Staff Governor
Suzanne Griffiths	Staff Governor
Safia Kauser	External Governor
Richard Laycock	External Governor
David Malone	Principal & Chief Executive
Naz Mukhtar	External Governor
Greg Scully	External Governor
Jenny Stocks	External Governor
Martyn Stone	External Governor & Vice Chair
John-Paul Yates	External Governor & Vice Chair
Toni Bradbury	Student Observer

In Attendance:

Andrew Harrison	Vice Principal – Corporate Services
Karl Veltman	Deputy Principal - Quality, Curriculum Development and Student Experience
Rebecca Blackburn	Vice Principal – Adults, Apprenticeships & Higher Education.
Jane Taylor-Holmes	Clerk to the Corporation
Helene Usherwood	Anderson Quigley (External Governance Review)
Ian Valvona	Anderson Quigley (External Governance Review)

Agenda: ***there were no items added to the agenda.***

Min. Ref.	Minutes	Actions
1	**26/122 - Apologies for absence** Apologies were received from Hilary Barber, External Governor, Diane Cothey, External Governor, Becky McIntyre, External Governor, Bill Macbeth, External Governor, Harrison Rawson, Student Governor, Kai Mitchell, Student Governor, and Charlotte Oddy, Student Observer.	

Min. Ref.	Minutes	Actions
2	Apologies were also received from Andrew Hewitt (appointed 26/125).	
3	It was noted that it was Diane Cothey's last meeting as Governors after ten years at the College, eight as Governor and two as Co-opted Governor. Governors thanked Diane for her contribution and commitment to the role. Thanks were also recorded to Kai Mitchell and Harrison Rawson, Student Governors and Charlotte Oddy, Student Observer for their contribution during 2025/26.	
4	Governors welcomed Helene Usherwood and Ian Valvona from Anderson Quigley to the meeting. Both were present to observe as part of the external governance review. Governors also welcomed Rebecca Blackburn, Vice Principal – Adults, Apprenticeships & Higher Education. Introductions were made.	
	26/123 – Confirmation of eligibility, quorum and declarations of interest	
5	No notice had been received of any member becoming ineligible. The meeting was quorate.	
	26/124 – Appointment of Chair (2 years)	
6	Mrs S McGladdery was not present for this agenda item.	
7	**Resolved:** The Board approved the appointment of Mrs S McGladdery as Chair of the Corporation for a second two-year period to 31 July 2028.	
8	Mrs McGladdery was invited to re-join the meeting.	
	26/125 – Search and Governance Committee **Appointment of External Governor**	
9	Mrs S McGladdery, External Governor and Chair confirmed that the Search and Governance Committee recommended the appointment of Andrew Hewitt for an initial term of 4 years. Mr Hewitt brought significant skills and experience in construction, estates and facilities and was recommended for appointment as External Governor and member of the Finance & Resources Committee.	
10	**Resolved:** Governors approved the appointment of Andrew Hewitt as External Governor and member of the Finance &	

Min. Ref.	Minutes	Actions
	Resources Committee for a period of four years from 9 July 2026.	
	26/126 – Minutes of previous meetings	
11	**Resolved:** The minutes of the meeting held on 23 April 2026 were approved as a true and accurate record.	
	26/127 – Matters arising	
12	Governors noted the updates recorded against the matters arising.	
13	In relation to the action arising from agenda item 26/107, Mr D Malone, Principal and Chief Executive provided a verbal update on the work undertaken since the previous meeting to strengthen the College's cross-sector skills development approach. It was reported that the new model is designed to help students build transferable skills and broaden awareness of cross-sector opportunities, with this work now embedded within the refreshed pastoral programme delivered by the College's Skills Coaches.	
14	Governors were informed that the Curriculum, Quality & Standards Committee would play a key role in monitoring this development. It is proposed that, as part of the Committee's "spotlight" sessions, students involved in the pilot would be invited to share their experiences of the new pastoral model and the impact on their transferable skills development. Governors welcomed the opportunity for direct student insight as the programme progresses.	**Action: CQS TBC**
15	In relation to the action arising from agenda item 25/193, Mrs J Taylor-Holmes, Clerk to the Corporation explained that this item had been considered by the Search and Governance Committee and would continue to be a topic for consideration. Mrs J Stocks, External Governor had been appointed as Maths and English Link Governor.	
16	Other actions were complete, on the agenda or for completion at a later date.	
	26/128 – Chief Executive's Strategic update	
17	Mr Malone presented the report providing an update on key issues. Mr Malone referred to the Staff email bulletins which were received by Governors.	

Min. Ref.	Minutes	Actions
18	The Corporation received the Chief Executive's Strategic Update and noted progress across a range of strategic priorities, including staffing, curriculum reform, student recruitment, achievement, employer engagement, estates developments and regional policy developments. Governors noted the significant pace of change in the sector.	
19	Mr Malone additionally updated Governors on recent political changes within Calderdale and reported a productive meeting with the newly appointed Leader of Calderdale Council. The Leader of the Council had met with students as part of the Hello College event and had visited many areas of the College including Governors were advised that the College had reinforced its commitment to maintaining an inclusive, safe and welcoming environment for all students and staff and would continue to work closely with relevant partners to ensure that external political developments did not adversely affect learners. A further meeting had been established between the Leader of the Council, the Council Chief Executive and Mr Malone to discuss issues such as NEET.	
20	Staffing and Organisational Updates - Governors welcomed the appointment of Rebecca Blackburn who had joined the College from the Advanced Manufacturing Research Centre (AMRC), bringing significant expertise in engineering, manufacturing and employer engagement.	
21	The Board also noted the successful appointment of Nicola Platt as Head of Inclusion following an extensive recruitment process. Governors were advised that Ms Platt joined the College from Pinc College and brought considerable experience in SEND and inclusive practice.	
22	National Education Reform – Mr Malone provided an update on national reforms relating to V Levels and Level 2 pathways. Governors were advised that, although the College remained actively engaged in national discussions through sector bodies including the Association of Colleges (AoC), there remained significant uncertainties regarding implementation.	
23	The Board noted that the College was unlikely to introduce V Levels in 2027/28 due to the limited range of qualifications expected to be available, with implementation more likely to be considered from 2028/29 when a broader curriculum offer became available. Mr Malone referred to the fact that the College did not currently offer A-Levels and this would impact on how a study programme could be created. This would be	

Min. Ref.	Minutes	Actions
	reviewed further in due course and was a matter being taken forward through the AoC on behalf of the sector.	
24	Mr Malone provided an update on the emerging national reforms to Level 2 provision. It was noted that the new model was expected to introduce two distinct pathways: one designed to support progression into further and higher education, and one focused on preparing students for direct entry into employment.	
25	While the proposed structure appeared to offer potential benefits, Governors were advised that significant detail was still awaited, and a number of key questions remained unresolved. The College would continue to monitor developments closely and will keep Governors informed as further information becomes available. A more substantial update was expected in September–October.	
26	In response to Mrs S McGladdery's question regarding the required transition statement, Mr Malone confirmed that the statement had been completed and submitted. It reflected the College's intention to defer implementation until an appropriate suite of qualifications became available and could be introduced in a manner that best met learner needs. Governors supported the cautious and student-centred approach being adopted.	
27	Apprenticeships and Employer Incentives - Governors noted that apprenticeship application volumes were currently below the previous year but were advised that this was anticipated. Mr Malone explained that, unsurprisingly, a number of employers had delayed apprenticeship recruitment until October 2026 in order to access the Government's enhanced employer incentive payments. Mr Malone confirmed that he remained confident regarding overall apprenticeship recruitment and performance for the forthcoming academic year.	
28	Armed Forces Covenant - The Board received an update regarding the College's application to sign the Armed Forces Covenant.	
29	Governors were advised that the proposed covenant reflected the College's values and commitment to supporting serving personnel, veterans, reservists and military families through education, training and employment opportunities. On completion of the formalities and when the arrangement was finalised, this would be published. The College would continue to liaise with the Reserve Forces and Cadets Association (RFCA)	

Min. Ref.	Minutes	Actions
	about a range of events and opportunities where the training and education can be promoted to those communities.	
30	Mrs McGladdery enquired whether data was available on the number of veterans or military families likely to settle within the local area. Officers advised that detailed local data was not currently available, although discussions with the RFCA would continue to establish whether further information could be shared.	
31	Governors welcomed the initiative and supported the College's proposed involvement.	
32	Governors noted the update on the progress to join the World Skills UK Centre of Excellence; further updates would be provided as the application continued.	
33	Inclusive Mainstream Fund - Governors noted that the College had secured approximately £250,000 through the Government's Inclusive Mainstream Fund. Mr Malone referred to the significance for the College's support offer for students with additional learning needs, including those with EHCPs and individual support plans. The fund provided flexibility in how resources may be deployed, provided they deliver improved inclusion, stronger retention, and more robust tracking and monitoring of outcomes for learners with additional needs.	
34	Governors were advised that the fund formed part of the national SEND Review and was confirmed for a three-year period, offering welcome stability for staffing and planning. The senior team would be working to establish clear KPIs and targets aligned to the fund's requirements, and Governors would be kept informed of progress.	
35	In response to a Governor's question regarding the allocation methodology, Mr Malone confirmed that funding was distributed primarily on overall student numbers rather than the proportion of learners with high needs or SEND. Despite this, Governors recognised the funding as a significant opportunity to strengthen inclusive practice, SEND support and learner outcomes over the next three years.	
36	Applications - The Corporation noted that overall applications for 2026/27 remained above the previous year's position, with particularly strong growth in 16-18 provision and learner progression into higher level programmes (which had been an area of focus for Curriculum Leads and Head of Faculty). Mr	
37	Malone explained that HE application numbers were slightly	

Min. Ref.	Minutes	Actions
	down on the previous year however, there was a HE campaign currently ongoing.	
38	Retention and Achievement - Governors were advised that the College continued to predict a third consecutive year of improvement in achievement rates, with improvements expected across all major funding streams, including apprenticeships. 16-18 was currently predicting a 4% increase with apprenticeships hoped to improve to around 70% achievement.	
39	The Board welcomed the positive trajectory and recognised the work of curriculum and quality teams in securing sustained improvements over a three-year period. A full update would be provided to the September Governor Development Day.	
40	Mr A Harrison, Vice Principal – Corporate Services presented an update on the College's capital works programme. Governors noted that the spring projects were now reaching completion. Mill Studios Phase Two had been delivered on time and within budget, with occupation now commencing.	
41	Mr Harrison also confirm that the 3G pitch development had now reached practical completion. Governors had previously viewed the site during construction and welcomed confirmation of its successful delivery.	
42	An update was provided on the grant dispute with the Football Foundation. The Foundation had initially awarded an 82% grant based on a £1.66m project cost but subsequently advised that the project cost had increased to £1.86m, creating a shortfall and requesting a significantly higher College contribution. The College challenged this position, and following sustained engagement, agreement was reached to maintain the 82% grant rate, with the College contributing only a modest additional amount. Governors formally recorded their appreciation for the diligence and persistence demonstrated by Mr Harrison in securing this outcome.	
43	Turning to the summer works programme, Governors were advised that the next phase involved the conversion of existing spaces into workshops and the development of the new Inspire Electrical Workshop. This included preparatory works for a future mezzanine installation as part of the wider estates masterplan. Some works may extend slightly into the start of term, but curriculum teams had plans in place to ensure continuity for students.	

Min. Ref.	Minutes	Actions
44	The College would also relocate its AM2 electrical testing centre to a nearby rented facility, enabling increased capacity to meet both internal and commercial demand and freeing space for future estate development. Other elements of the estates masterplan such as the undercroft workshop conversion and improvements to social spaces remained under active consideration, though current proposals were costed at over £1m and would be scheduled in later phases.	
45	Mr Malone provided an update on the Region for Learning and Creativity initiative launched by the West Yorkshire Combined Authority (WYCA). The College attended the recent regional event at which WYCA outlined its emerging ambitions for the programme. For the first time, more detail was provided, including a commitment that every young person aged 14–18 would have access to a work experience opportunity.	
46	Mr Malone reported that WYCA had now established a dedicated fund to support delivery of these expectations. For the College, this equated to approximately £726 per learner (circa £36k in total), intended to strengthen capacity to secure additional and higher-quality work experience placements. The College would be held accountable for the use of this funding, with further detail on required outcomes still to be confirmed.	
47	Governors were advised that WYCA were seeking greater delegated powers over 16–18 provision, and this initiative represented an early step in that direction. Should national policy commitments progress, the Region for Learning and Creativity may have increasing operational impact on the College in future years.	
48	Mr Malone highlighted potential delivery challenges, particularly in relation to NEET provision. Calderdale's NEET rate remained comparatively low within West Yorkshire (around 4.1%, equating to approximately 260–270 young people), but the geographical spread of need across rural areas made targeted community-based provision more complex than in neighbouring districts. The College had raised concerns with WYCA regarding both capacity and the specialist expertise required to design and deliver bespoke programmes for NEET learners.	
49	Governors noted that the Combined Authority's current approach appeared to assume that expanded work experience alone would reduce NEET levels, whereas the College's experience indicated that the greater challenge was in early disengagement and insufficient system-wide tracking and	

Min. Ref.	Minutes	Actions
	wraparound support. Mr Malone confirmed that these points have been fed back directly to WYCA.	
50	The update also referenced the emerging accountability statement, which will set out expectations around sufficiency of provision within each district. Governors would receive further information as national and regional guidance develops.	
	Accountability Statement 2026/27	
51	The Board considered the proposed 2026/27 Accountability Statement.	
52	Mr Malone highlighted that the updated statement had been strengthened significantly and aligned directly with the refreshed West Yorkshire Local Skills Improvement Plan (LSIP), regional economic priorities and the College's strategic objectives.	
53	Governors discussed the regional NEET challenge and confirmed that reducing these numbers further remained a strategic priority.	
54	The Board heard that the College's response included: • expanded community outreach activity; • further development of 14-16 provision; • strengthened partnership working with schools; • earlier identification of those most at risk of becoming NEET; and • clear operational targets and performance measures.	
55	Mr G Scully, External Governor sought assurance that the Accountability Statement was fully aligned with the latest Local Skills Improvement Plan. Mr Malone confirmed that the document had been structured around the revised LSIP and mapped directly against its priorities.	
56	Governors also discussed the absence of clearly defined regional performance measures within the LSIP itself. Mr Malone advised that the College had therefore developed its own measurable KPIs within operational planning arrangements to ensure effective monitoring and accountability.	
57	**Resolved:** The Corporation approved the 2026/27 Accountability Statement.	
58	Employer Engagement Report 2025/26 - The Board received and considered the Employer Engagement Report 2025/26.	

Min. Ref.	Minutes	Actions
59	Governors noted the scale and breadth of employer engagement activity undertaken during the year, including relationships with more than 600 employers across a wide range of sectors and approximately 500 apprenticeship employer partners.	
60	The report demonstrated strong employer involvement in curriculum design, industry placements, apprenticeships, work experience opportunities, employer projects and guest speaker activity.	
61	The Board noted the report and recognised the significant contribution that employer partnerships continued to make towards curriculum relevance, learner progression and regional skills development.	
62	**Resolved:** The Corporation received and noted Employer Engagement Report 2025/26.	
63	Governors discussed the Engineering Centre – *this section of the minutes has been removed on the basis of commercial confidentiality*	
64	**Resolved:** Governors received the Chief Executive's Strategic update report.	
	26/129 - Finalisation / close off of Strategic Plan 2023-2026	
77	The Corporation received the final update on delivery of the Strategic Plan 2023-2026 and reviewed progress made against the six strategic themes of Prosperity (Resources), Performance, Place, People, Partnerships and Planet.	
78	Mr Malone advised Governors that the report represented the final formal progress update against the current Strategic Plan, which was due to conclude in December 2026. Governors noted that significant progress had been achieved across all strategic priorities during the lifetime of the plan, including the completion of the Estates Masterplan, growth in T Level provision, continued improvement in learner outcomes, strengthened employer engagement, investment in staff development and wellbeing, expansion of partnership activity, and the development of the College's sustainability agenda.	
79	The Board heard that preliminary work on the next Strategic Plan had already commenced, including staff engagement activity	

Min. Ref.	Minutes	Actions
	undertaken during the College-wide development event held earlier in the year. However, Mr Malone explained that finalisation of the strategic plan had been delayed pending greater clarity from Government regarding the future qualification landscape and curriculum reforms.	
80	Governors were advised that, unlike the current plan which had been developed against a relatively stable policy environment, it remained difficult to define with certainty what parts of the curriculum offer would look like over the next three years due to ongoing reforms associated with V Levels, Level 2 pathways and wider qualification changes. For that reason, it was anticipated that the new Strategic Plan would be presented for approval later in the year, most likely in December 2026, once further national guidance became available.	
81	The Board noted that strategic planning discussions would continue throughout the autumn term.	
82	During discussion, Mr Scully highlighted the scale of curriculum reform facing the further education sector and commented that the transition represented a fundamental change rather than simply the replacement of one qualification with another. The Governor noted that the College would shortly begin marketing programmes for 2027 entry and queried how the College intended to respond to the withdrawal of a number of large Level 3 qualifications in circumstances where only a limited suite of new V Levels would initially be available.	
83	Mr K Veltman, Deputy Principal - Quality, Curriculum Development and Student Experience advised that the College was in a relatively strong position compared with many providers due to its early and successful adoption of T Levels. Governors were reminded that the Board had previously taken the strategic decision to invest heavily in T Level development at an early stage. As a result, the College already had an established infrastructure, employer network and industry placement arrangements that would support future curriculum changes.	
84	Further discussion considered progression from Level 2 to Level 3 programmes. Mr Scully questioned whether the proposed Level 2 reforms would adequately prepare learners for progression onto T Level programmes and highlighted the potential challenges for learners who may have fewer progression options in future.	
85	Mr Veltman acknowledged the concern and advised that the single greatest barrier to progression remained attainment in	

Min. Ref.	Minutes	Actions
	English and mathematics. Governors heard that, irrespective of future qualification structures, English and mathematics outcomes would continue to be the most significant factor affecting progression to Level 3 study.	
86	Governors also discussed the wider implications of curriculum reform for learners. It was noted that current reforms could result in earlier educational and career decisions being required from some young people and may potentially reduce the flexibility of progression pathways that have traditionally existed within general further education colleges. Members recognised that these changes would present both operational and strategic challenges across the sector.	
87	The Board acknowledged that the College's investment in employer engagement and industry placements had positioned it favourably for future reforms.	
88	Mr Veltman agreed that the Board's earlier strategic decision had proved beneficial and highlighted the growth in T Level provision, including the introduction of additional pathways in Animal Care and Marketing from September 2026. However, he reiterated concerns that a limited range of V Levels would not provide a sufficiently broad curriculum offer for the College to adopt immediately and advised that the College continued to raise these concerns through the AoC and consultation processes.	
89	Governors further recognised the significant organisational change implications of implementing new qualification frameworks, including staff development requirements, learner guidance, employer engagement and communication with schools and parents. Governors noted the importance of ensuring that all stakeholders understood and had confidence in any new qualifications prior to implementation.	
90	The Board welcomed the substantial progress achieved during the life of the Strategic Plan 2023-2026 and recorded its appreciation for the College Senior team and staff for delivering the Plan's objectives.	
91	**Resolved:** Governors received the final report on delivery of the Strategic Plan 2023-2026 and noted that work continued on the development of the College's next Strategic Plan for consideration by the Corporation later in 2026.	
	26/130 – Budget 2026-27 and two year forecast	

Min. Ref.	Minutes	Actions
92	Mr Harrison presented the proposed Budget for 2026/27 and the accompanying two-year financial forecast to 2027/28. Governors were reminded that, in accordance with Department for Education requirements, the budget and financial forecast must be approved and submitted by 31 July 2026. The Board received a detailed presentation from the Mr Harrison, outlining the key assumptions underpinning the budget and forecast. It was noted that this had been presented to the Finance and Resources Committee. Mr John-Paul Yates, External Governor and Chair of the Finance & Resources Committee confirmed the Committee received had assurance that the budget had been prepared on a prudent and evidence-based basis, with realistic assumptions regarding income, pay, inflation and capital expenditure. The enhanced sensitivity analysis, developed following external audit recommendations, provided further assurance that the College had a clear understanding of the risks and variables that could impact financial performance.	
93	The Board was advised that the budget had been prepared against a backdrop of continuing uncertainty, with a number of significant national funding announcements having been made after the budget assumptions were finalised. As a result, the proposed budget had been prepared on a prudent basis and did not yet reflect several potentially beneficial funding developments. Governors were informed that these would be incorporated within future reforecasts once further detail became available.	
94	Mr Harrison reported that the College remained on course to achieve Good Financial Health in 2025/26 and throughout the forecast period. Members noted that the operating surplus was forecast to remain stable at approximately £0.5m per annum whilst underlying cash generation, measured through EBITDA, was expected to strengthen significantly as a result of income growth and previous capital investment. The forecast showed income increasing from £33.9m in 2025/26 to £36.2m in 2026/27 and £37.0m in 2027/28, with EBITDA rising from approximately £3.0m to £3.7m over the same period.	
95	Mr Harrison reported that since the budget had been prepared, the College had received confirmation of additional in-year 16-19 growth funding, which was expected to improve the current year outturn by approximately £200k above previous forecasts. The Board also noted that the newly announced Inclusive Mainstream Fund allocation and potential additional funding linked to national teachers' pay awards had not been incorporated into the budget pending further clarification and detailed spending plans.	

Min. Ref.	Minutes	Actions
96	In response to Mr Laycock's question regarding the significant increase in income projections compared with application growth figures presented elsewhere on the agenda, Mr Harrison explained that the majority of growth reflected the lagged funding methodology for 16-19 funding and associated increases in funding allocations rather than assumptions of substantial additional student growth. The forecast had been prepared prudently and assumed no significant increase in learner numbers beyond those already reflected within funding allocations. Mr Malone further commented that strong learner progression rates were also contributing to the College's funding position.	
97	Governors discussed the College's cash position and noted forecasts showing cash balances remaining between £5.8m and £6.0m throughout the forecast period, above sector benchmarks for liquidity. Members were advised that these reserves provided flexibility to support future investment priorities whilst maintaining financial resilience.	
98	There was discussion around the budgeted staff pay award. – *this section of the minutes has been removed on the basis of commercial confidentiality*	
99	A Governor asked what additional measures would be required for the College to achieve an "Outstanding" financial health assessment. In response, Mr Harrison advised that the College was forecast to be approaching the threshold for Outstanding financial health by 2027/28. However, it was agreed that the College's strategic priority remained maintaining Good Financial Health whilst investing available resources in learners, facilities and strategic developments.	
100	Mr John-Paul Yates, External Governor queried whether prioritising an Outstanding financial health rating could impact future decisions arising from the strategic review of the Engineering Centre. Mr Harrison confirmed that maintaining flexibility within the financial strategy was important because significant future capital investment opportunities may arise from the review.	
101	During discussion, Governors reflected on the balance between prudent financial management and investment in the College estate and curriculum infrastructure. Members recognised that the College's current approach had enabled sustained investment in facilities, curriculum development and staff whilst	

Min. Ref.	Minutes	Actions
	maintaining Good Financial Health and generating increasing operating surpluses.	
102	Mr Scully sought further clarification regarding the sensitivity analysis and, in particular, the assumptions underpinning the worst-case scenario which showed an operating deficit. Mr Harrison advised that a detailed sensitivity analysis had been completed and considered by the Finance and Resources Committee. The Board noted that even under the worst-case assumptions the College would retain sufficient EBITDA and liquidity to maintain financial stability.	
103	Governors noted the Finance and Resources Committee's detailed scrutiny of the budget and acknowledged the prudent assumptions applied throughout. Members expressed confidence that the budget provided an appropriate balance between financial sustainability, risk management and continued investment in strategic priorities.	
104	**Resolved:** The Corporation approved the Budget for 2026/27 and the two-year Financial Forecast to 2027/28 and authorise submission to the Department for Education by the required deadline.	
	26/131 – Student Governor update	
105	The Board received an update from the Student Governors on reflections of their year as Governor.	
106	Ms T Bradbury, Student Observer provided feedback as follows; Ms Bradbury advised that, prior to her appointment, she would not ordinarily have considered putting herself forward for such a role, describing herself as naturally shy and reserved. However, having been encouraged to apply and subsequently appointed, she reflected positively on the experience and described it as a valuable and eye-opening opportunity.	
107	Governors heard that participation on the Board had provided a greater understanding of the College's decision-making processes, as well as insight into the people and considerations behind strategic decisions. Ms Bradbury commented that the experience had enhanced her confidence and broadened her understanding of how the College operates.	
108	Ms Bradbury further reported that her involvement in the Board had encouraged her to pursue opportunities beyond College, including participation in a scrutiny and stigma project with Together Housing. She noted that the role had contributed	

Min. Ref.	Minutes	Actions
	significantly to her personal development and confidence and expressed her appreciation for having had the opportunity to serve as a Governor.	
109	The Board thanked Ms Bradbury for her contribution throughout the year and recognised the positive challenge and valuable perspective she had consistently brought to Board discussions.	
110	The Corporation thanked the Student Governor for her commitment and contribution to the work of the Board during her term of office.	
111	**Resolved:** Governors received the Student Governor update.	
	26/132 – Staff Governor update	
112	Staff Governors were invited to provide their reflections on their experiences of serving on the Governing Body and the impact the role had had on their professional development and understanding of the College. Mrs S Griffiths and Ms C Bowe provided feedback.	
113	Mrs Griffiths, reflecting on three years in office, advised that the role had provided an opportunity to move beyond their teaching responsibilities and develop a significantly broader understanding of the College's strategic direction, governance, financial sustainability, curriculum development and community impact. They noted that, whilst initially approaching the role from the perspective of a classroom practitioner, they had increasingly developed a wider appreciation of the challenges, opportunities and strategic considerations that influence decision-making across the organisation.	
114	Governors heard that participation in governance had provided valuable insight into the balance required between educational excellence, operational effectiveness and financial sustainability, whilst ensuring the College remained responsive to learners, employers and the wider community. Mrs Griffiths also reflected on the increasing national pressures facing the further education sector and commented that the role had enhanced their understanding of the challenges facing senior leaders as they respond to significant sector reforms and external policy change.	
115	Mrs Griffiths described the experience as both rewarding and transformational, noting that it had strengthened their understanding of organisational leadership and the wider contribution that further education colleges make to individuals, communities and economic growth. They encouraged staff	

Min. Ref.	Minutes	Actions
	colleagues to consider taking on governance roles in the future and expressed pride in having served as Staff Governor.	
116	Ms Bowe also reflected positively on their first year of Board membership. They commented on the value of gaining strategic insight into the College and stated that participation in Board discussions had enabled them to better understand the context and rationale behind organisational decisions. They noted that this understanding allowed them to communicate with colleagues more effectively and provide context for decisions made by the College, whilst maintaining appropriate confidentiality.	
117	Ms Bowe further observed that the role provided an important mechanism for bringing staff perspectives into governance discussions and hoped that, over time, they would be able to contribute an increasingly strong "ground-up" perspective on matters affecting staff and learners.	
118	Drawing on their role within Higher Education provision, Ms Bowe updated the Board on discussions held at a recent Open University Academic Board meeting. Governors were advised that the College's Higher Education provision had received exceptionally positive external feedback. The external adviser had highlighted the distinctive nature of the programmes, the quality of curriculum design, learner support and student outcomes, and reported that no areas of concern had been identified during the review process.	
119	Ms Bowe commented that whilst learner feedback and academic quality remained strong, challenges continued around Higher Education recruitment and visibility. They commented that the well-publicised challenges within the wider Higher Education sector may also present opportunities for the College to strengthen and grow its Higher Education offer by attracting learners seeking high-quality local provision.	
120	Mrs McGladdery thanked both Staff Governors for their thoughtful reflections and recognised the important role they played in providing assurance that the Board remained connected to the experiences of staff and learners.	
121	Mr Malone acknowledged that there were more opportunities to ensure that Higher Education was reported to the Board ensuring its achievements, opportunities and challenges were considered more explicitly within future governance discussions.	

Min. Ref.	Minutes	Actions
122	**Resolved:** The Board noted the update and thanked Staff Governors for presenting feedback.	
	25/133 – Search & Governance Committee	
123	The Board received a report on matters arising from the meeting of the Search and Governance Committee held on 7 May. Mrs Taylor-Holmes presented the key recommendations and areas of assurance arising from the Committee's work.	
124	Areas of assurance to the Board were confirmed as follows; Governor recruitment: Two priority succession risks remain under active management: • Chair of the Senior Staff Employment Committee • Chair of the Search & Governance Committee Funded recruitment through the FE Governor Recruitment Service is in progress to address these roles.	
125	AoC Code of Good Governance; The Committee confirmed that the College is fully compliant with the AoC Code of Good Governance for 2025/26 reporting. Compliance is recommended for inclusion within the Governance Statement in the Annual Financial Statements, subject to confirmation that any updated Senior Post Holder Remuneration Code guidance is reflected prior to final Board approval.	
126	Mandatory Governor Training; assurance was provided that all Governors were currently compliant with mandatory training requirements. New Governors had been allocated required training, and renewal reminders are in place for summer term completions.	
127	Governor Digital Capability; The Committee endorsed the introduction of a Governor Digital Skills Review, with outcomes to inform targeted training and improved use of GovernorHub.	
128	External Governance Review (EGR); Assurance was provided that the Committee had taken a proactive, value-for-money approach to EGR planning. Anderson Quigley had been selected and were in the process of completing the EGR.	
129	The Committee highlighted the following alert to the Board; Link Governor Roles (SEND & Inclusion); The Committee highlighted the absence of a SEND Link Governor and agreed this should be addressed. A future Committee discussion was planned to clarify the purpose, boundaries and reassurance role of Link Governors, to reduce perceived burden and encourage wider participation.	

Min. Ref.	Minutes	Actions
130	**Resolved:** the Board; a) Formally adopted the AoC Code of Good Governance and confirmed compliance with the AoC Code of Good Governance. b) Approved the updated Governance Improvement Plan c) Received the summary of key changes to the Governance Improvement Plan d) Approved the Committee memberships schedule for 2026/27 including Committee Chair / Vice Chairs. e) Approved the Governor Recruitment Policy & Declaration of Interest Policy.	
	26/134 – Curriculum, Quality & Standards Committee	
131	Ms S Kauser, Chair of the Curriculum, Quality & Standards Committee provided verbal feedback from the meeting held on 11 June 2026. It was noted that the draft minutes had been provided in the electronic pack for information. Ms Kauser presented the key recommendations and areas of assurance arising from the Committee's work.	
132	The Committee had proposed that the structure of future curriculum spotlights be linked to areas of Inclusion. This was agreed. It was agreed that this would support Committee understanding and provide useful context with student stories being suggested as a way to evidence.	
133	It was also agreed that curriculum reform should remain a key focus for the Committee (including changes in Maths and English)	
134	The Committee had reviewed many items and the following assurance was provided to the Board (where not previously reported to the Board meeting);	
135	Curriculum Spotlight (Project Challenge / Revive / Redefine): • Project Challenge continues to deliver strong outcomes for high-needs and NEET learners; progression and achievement rates remain excellent. • Revive programme to return for full spotlight in November 2026 once fully embedded. • Redefine programme paused pending curriculum redesign and staffing review.	
136	Inclusion - New Head of Inclusion appointed; Inclusion Dashboard (Power BI) in development.	

Min. Ref.	Minutes	Actions
137	Curriculum Planning - Curriculum Plan for 2026/27 completed; new courses approved across FE, HE and Adult provision. Timetabling complete.	
138	Quality Improvement - QIP (Quarter 3) received; actions from Calderdale Council Safeguarding Review incorporated. Governors to be invited to attend future Quality Review Days.	
139	Safeguarding - New Safeguarding Manager appointed; DSL supervision in place. Duty Manager training strengthened following inconsistency in behaviour sanctions. Referrals triaged within 8 hours; increased reporting reflects improved staff confidence. RAP panels include representation from TEC, Project Challenge and Dean Clough.	
140	Risk Register - Committee reviewed risks; no score changes recommended. Feedback to Audit Committee: curriculum reform and accommodation pressures remain significant.	
141	Teaching, Learning & Assessment - Quality Assurance Cycle fully on schedule; all QERs completed. • ETF SEND Peer Review provided strong external assurance; College invited to join regional collaboration. • Over 360 classroom visits completed (up from 144), with 351 coaching conversations evidencing strong developmental culture. • LTA rubric shows movement from "secure" to "greater depth" across all aspects.	
142	External Assurance - University Centre Validation: All four HE validations (OU x3, Huddersfield x1) received commendations.	
143	SEND peer review and employer engagement logs provide strong triangulation.	
144	Action for the Board to take had been identified in terms of notification of the Inclusive Mainstream Fund (£250k est.) and the incorporation of plans into the Accountability Statement for July Board approval which had been provided to the Board at agenda item 26/128. There had also been an action for the Board to receive Employer Engagement feedback which had also been received by the Board under agenda item 26/128.	
145	**Resolved:** Governors received the report from the Curriculum, Quality & Standards Committee. **Code of Practice; Freedom of Speech**	

Min. Ref.	Minutes	Actions
146	Mr Veltman presented to the report which detailed the range of external speakers who have visited the College to speak to students in the identified timescale. Speakers have represented diverse organisations across a variety of sectors, providing information/guidance sessions to support curriculum delivery and Enhance and Citizenship delivery.	
147	The process of engaging external speakers was presented to the Board.	
148	**Resolved:** Governors received the Code of Practice; Freedom of Speech report.	
	26/135 – Audit Committee	
149	Mr M Stone, Chair of the Audit Committee provided verbal feedback from the meeting held on 18 June 2026. It was noted that the draft minutes had been provided in the electronic pack for information.	
150	The Board received a report summarising the key discussions and assurances arising from the Audit Committee.	
151	TEC (The Engineering Centre) – Health & Safety and Strategic Risks - Concerns were raised regarding the limitations of the TEC leased premises and an update on security improvements, lease arrangements, and strategic options had been presented to the Board at agenda item 26/128.	
152	Adult Skills Funding – Weak Assurance An Internal Audit issued a weak assurance opinion due to: • A high-risk finding where funding was claimed for a learner who was not attending • Paper-based registers in community provision creating systemic vulnerabilities Mr Harrison had highlighted to steps being taken to respond to the internal audit, an update would be provided to the next Audit Committee.	
153	Safeguarding Internal Audit – Strong Assurance Internal Audit provided strong assurance, the highest rating, with no recommendations. Sixteen areas of good practice were identified.	
154	Internal Audit Plan and engagement - Internal Audit plan presented, the Committee approved the plan and was satisfied with the level of assurance. Internal Audit colleagues reported a	

Min. Ref.	Minutes	Actions
	successful first year, with strong engagement from College staff and no concerns raised.	
155	Financial Statements Audit Plan - A clear audit plan with appropriate focus on sector-standard risks was approved by the Committee. Readiness for the October–November audit window	
156	Progress on Audit Recommendations - Seven recommendations currently monitored; four completed, three not yet due. All ten legacy RSM recommendations have been fully implemented.	
157	Risk Register – Consideration of risk appetite The Committee held an extensive discussion on the difference between risk appetite and residual risk scores. Several risks may sit outside the Corporation's stated appetite, and the Committee agreed that this would be further reviewed.	
158	Action for the Board to take; • Receive the Risk Register (agenda item 26/141) • Approve the Risk Management Policy (risk appetite statement) (agenda item 26/141)	
159	**Resolved:** Governors received the report from the Audit Committee.	
	26/136 – Finance & Resources Committee	
160	Mr J Yates, Chair of the Finance & Resources Committee provided verbal feedback from the meeting held on 23 June 2026. It was noted that the draft minutes had been provided in the electronic pack for information.	
161	Mr Yates provided a summary of the meeting as follows; Financial Performance and Forecasting - financial position remains strong, with both the April and May management accounts demonstrating a stable and improving forecast. The College was now projecting a year-end surplus in excess of £700,000, reflecting prudent budgeting, disciplined cost control and the positive impact of additional growth funding. Mr Yates referred to the Management Accounts to period 10.	
162	Capital Projects and Estates Management - substantial assurance regarding the delivery, oversight and financial control of the College's extensive capital programme. Projects funded through both the minor capital bids process and the two £1m capital allocations were progressing well, The College was maximising the impact of limited capital resources, prioritising	

Min. Ref.	Minutes	Actions
	projects that enhanced capacity, improved the student experience and future-proof the estate.	
163	The Committee also received assurance that the College was managing the Football Foundation project responsibly and has taken a firm but reasonable position in negotiations regarding the unexpected cost increase	
164	External Assurance - External financial health confirmation (DfE letter and Governor dashboard), confirming good (high rated) financial health. This was provided to Governors for information.	
165	Human Resources and Workforce Stability - College continued to manage its workforce effectively in the context of growth. Recruitment challenges were easing in most areas, retention strategies were showing positive results, and the College was maintaining a focus on reducing agency reliance.	
166	Risk Management – that the College was maintaining appropriate focus on areas such as specialist recruitment, agency spend, industrial relations and capital project delivery.	
167	Items identified to alert the Board had been covered in discussion around the Football Foundation funding of the 3G pitch project and the plans in place to mitigate about a potential delay in summer capital works.	
168	**Resolved:** Governors received the report from the Finance & Resources Committee.	
	Management Accounts (P10)	
169	Mr Harrison presented the latest management accounts, noting that the College's financial position continued to benefit from the recent increase in funding. The current variance of approximately £100k behind profile was a timing issue, and the College expected to be achieve a £200k surplus at year end.	
170	In response to a question around sensitivity analysis from Mr Stone, Governors were taken through the financial sensitivity analysis, which modelled the impact of key variables including income, pay and non-pay costs. The report also outlined the associated mitigating actions and provided best-case, base-case and worst-case scenarios. Governors noted that this analysis was reflected within the accompanying papers and supported ongoing financial planning and risk management.	

Min. Ref.	Minutes	Actions
171	**Resolved:** Governors received the Management Accounts for Period 10.	
	26/137 – Senior Staff Employment Committee	
172	Mrs Taylor-Holmes provided a brief update following the meeting held earlier the same day. The Committee considered two substantive items.	
173	The Committee had an initial discussion around senior staff wellbeing and reviewed a matrix outlining the professional support, coaching and mentoring currently available to members of the senior leadership team. As senior staff wellbeing forms part of Ofsted's considerations under leadership and governance, the Committee discussed potential enhancements to reporting arrangements and agreed to develop this further for consideration in the autumn term.	
174	Secondly, the Committee noted the publication of the new AoC Senior Staff Remuneration Code. A comparison between the previous and revised codes would be undertaken to identify any gaps and to determine the implications for future reporting and compliance. The Committee would review proposed actions and revised reporting arrangements at its next meeting.	
175	**Resolved:** Governors received the report from the Senior Staff Employment Committee.	
	26/138 – Safeguarding Update	
176	Mr Veltman provided a verbal update on safeguarding activity and assurance.	
177	Governors were informed that student feedback continued to be strong, with 95% of learners reporting that they know who to speak to if they have concerns about their own safety or the safety of others—an increase of six percentage points on the previous year.	
178	The College has strengthened safeguarding capacity through the appointment of a Student Experience Manager and a Student Safety Manager, enhancing leadership oversight and operational responsiveness. Governors also noted the extensive partnership work undertaken during the year, including initiatives such as Cuppa with a Copper (for which the College received a national NAMS Award), hate-crime awareness events, Operation Sector, Restart a Heart, drug-awareness activities, and the Summer Safety Roadshow. The latter provided timely water-safety	

Min. Ref.	Minutes	Actions
	education ahead of recent tragic incidents in the region, demonstrating proactive safeguarding practice.	
179	A recent Local Authority Safeguarding Review was highly positive, with only three recommendations identified; these were being implemented as part of the College's continuous improvement cycle. The strengthened Positive Behaviour Policy and duty-manager arrangements had further supported the College's positive culture, which continued to be recognised by visitors.	
180	Governors were advised that the updated Keeping Children Safe in Education (KCSIE) 2026 guidance was published earlier in the week. The College would now review and update its safeguarding policy and training materials accordingly. Staff training would take place on 19 August, and additional communication will be provided to Governors to ensure they are fully briefed on any governance-related changes.	
181	**Resolved:** Governors received the Safeguarding update and noted that the Safeguarding Policy would be reviewed in line with the updated Keeping Children Safe in Education Guidance and presented to the Chair / Board for approval in due course.	**Action: Mr Veltman October 2026**
	26/139 – Equality and Diversity update	
182	Mr Veltman provided an update on Equality, Diversity and Inclusion (EDI), offering assurance regarding the continued implementation of the College's Inclusion Strategy. Governors were reminded of the targeted CPD delivered this year, including adaptive teaching, SEND-focused development and wider staff upskilling to strengthen inclusive practice and improve learner experience.	
183	Student engagement with EDI monitoring had increased, with the student survey response rate rising by 6%. Survey outcomes remain positive: 92% of students reported that they knew how to access additional learning support, an increase of four percentage points on the previous year.	
184	Governors noted the appointment of the new Head of Inclusion, who will lead the next phase of strategy implementation. The College continued to work towards the next stage of Investors in Diversity, supported by external assurance from the recent SEND Peer Review undertaken by Luminate.	
185	From September, the College would introduce Navigate, a new platform with an integrated application enabling the tracking of	

Min. Ref.	Minutes	Actions
	EHCP outcomes for learners in mainstream provision. This would strengthen monitoring of progress, particularly for learners with additional needs or those at risk of disengagement.	
186	Looking ahead, Governors were advised that EDI and Inclusion will remain a key strategic focus, with further updates to be provided through Committee and Board as the new leadership arrangements embed.	
187	**Resolved:** Governors received the Equality and Diversity update.	
	26/140 Review of Policies	
188	Health & Safety Policy Governors were informed that the revised Health and Safety Policy included two substantive changes: • the introduction of a formal improvement notice process for instances where staff do not comply with reasonable health and safety requirements, acting as a precursor to potential disciplinary action; and • strengthened and clarified Head of Faculty responsibilities, ensuring accountability for health and safety management within curriculum areas.	
189	The Audit Committee recommended several amendments, including enhanced requirements for fire-risk assessments in workshop locations and minor rewording relating to educational trips.	
190	**Resolved:** The Board approved the Health & Safety Policy noting that this had been reviewed at and was recommended by Audit Committee.	
191	**Financial Regulations** The annual review of the Financial Regulations was completed, with only minor amendments required. These included updates to purchasing procedures, strengthened guidance on conflicts of interest for staff involved in procurement, and clarification relating to the Public Interest Disclosure Act. The Finance & Resources Committee also identified and removed residual references to the ESFA, reflecting the current regulatory landscape.	
192	**Resolved:** The Board approved the Financial Regulations noting that this had been reviewed at and was recommended by the Finance & Resources Committee.	

Min. Ref.	Minutes	Actions
193	**Sub-Contracting Fees & Charges Policy 2026/2027 and the Subcontracting Rationale.** The Subcontracting Policy was presented with updates primarily reflecting the removal of legacy ESFA requirements and alignment with the current regulatory body. No material changes to operational practice were required	
194	**Resolved:** The Board approved the Sub-Contracting Fees & Charges Policy 2026/2027 and the Subcontracting Rationale.	
	26/141 Risk Management	
195	Mr Harrison provided an update on the College's current risk register and the management process. Governors noted that the Board had already discussed a number of key risks in detail earlier in the meeting.	
196	Mr Harrison provided an update on the Football Foundation grant risk, which had previously been escalated due to the funding shortfall identified during the 3G pitch project. Following sustained challenge and negotiation, this risk has now reduced, with the grant position successfully secured at the original rate.	
197	No further amendments were proposed.	
198	**Resolved**: Governors received the Risk Management update the Risk Register and approved the Risk Management Policy and Risk Appetite Statement.	
	26/142 – Chair's report & Feedback from Governors	
199	Governors received the Chair's Report detailing activity undertaken since April 2026 and Chairs action.	
200	Mrs McGladdery thanked senior leaders and staff for their continued hard work and commitment throughout the year, noting the high level of activity across the College and the positive impact this had on the student experience. Governors were also thanked for their engagement in College events, forums and activities, which further strengthen governance visibility and assurance.	
201	Mrs McGladdery highlighted forthcoming key areas of focus for the Board, including the Engineering Centre, NEET matters, curriculum reforms, and the 2026/27 budget, all of which would return to future meetings for detailed consideration.	

Min. Ref.	Minutes	Actions
202	**Resolved:** Governors received the Chair's report.	
203	**26/143 – Timetable of meetings** **Resolved:** Governors approved the timetable of meetings for 2026/27.	
204	**26/144 – Dates of future meetings** • Governor Development Day – 24 September 2026, 9am to 2pm (in person) • Search & Governance Committee –24 September 2026 – 14.30 (MS Teams) • Audit Committee – Thursday 8 October 2026 – 5.00pm • Corporation Board meeting – 22 October 2026 - 17.00 (in person)	
205	Governors were reminded of the upcoming Graduation Ceremony, scheduled for Tuesday 22 September 2026 (Twilight), at the Minster. Mrs McGladdery encouraged all Governors to attend, noting that it is consistently a highly successful and celebratory event.	

Approved as a true and accurate record at the Corporation meeting held on 22 October 2026